

CONSORTIUM FOR CULTURE CHANGE

Changing Norms, Beliefs, Values and Behaviors

Collie J. Johnson

Under the auspices of the National Performance Review - Reinventing Government and the Defense Performance Review - Fostering Excellence, the Department of Defense (DoD) conducted the Consortium for Culture Change Workshop at the Defense Systems Management College on 10 January 1995.

Drawn by the desire for more information on Vice President Gore's National Performance Review initiatives and the means to achieve them, the Consortium for Culture Change (CCC) Workshop attendees — professionals from all walks of the DoD — focused on the future of the CCC, its roles and responsibilities, charter, vision and mission.

Background

The Consortium for Culture Change (CCC) came into being on June 8, 1994 and includes the whole community of federal change agent specialists needed to implement the vision of a reinvented government. Its purpose is twofold: to tremendously accel-

erate the ability of internal change agents to transform the culture of the federal Government; and to support the formation and growth of a network for internal, federal change agents.

Any federal employees who identify themselves as facilitating cultural change, including formal and informal federal associations, are eligible to join. The CCC derives its conceptual framework from excerpts of the National Performance Review: "Transforming Organizational Structures"; "Creating Quality Leadership and Management"; and "Reinventing Human Resource Management."

Two core definitions are key to understanding and defining the focus of the CCC: *organizational culture* and *culture change*. *Organizational culture* involves the norms, beliefs, values

and behaviors that permeate a work system and significantly influence what will and won't be done. *Culture change*, on the other hand, is change in the norms, beliefs, values and behaviors that must occur for the reinvention aspect of the National Performance Review to succeed.

Keynote Speaker

Dr. Gerald B. Kauvar, Deputy Director, Defense Performance Review, delivered the key address at the Consortium. Dr. Kauvar described two earlier efforts to change the DoD culture: the model installation program and the unified budget test. Both empowered installation commanders to run their bases — and carry out their missions — "their way, not Washington's way." That meant getting rid of unneeded regulations and freeing people to do their best.

Seven Dimensions of Culture Change

Key to the CCC's conceptual framework are seven dimensions of *culture change*:

- Organizational focus — from internal operations to customer needs.
- Structure — from hierarchical to flat and fluid.
- Motivation — from punishments to incentives.
- Relationships — from protecting turf to teamwork.
- System character — from rigid to flexible.
- Risk orientation — from risk averse to learning system.
- Information technology — from incompatible to networked.

Ms. Johnson is Managing Editor, Program Manager, DSMC Press. The DSMC Press also wishes to acknowledge Dr. Gerald Kauvar, Deputy Director, Defense Performance Review, and Dr. Mary-jo Hall, Professor, Systems Acquisition Management, DSMC, for their cooperation in the preparation of this article.

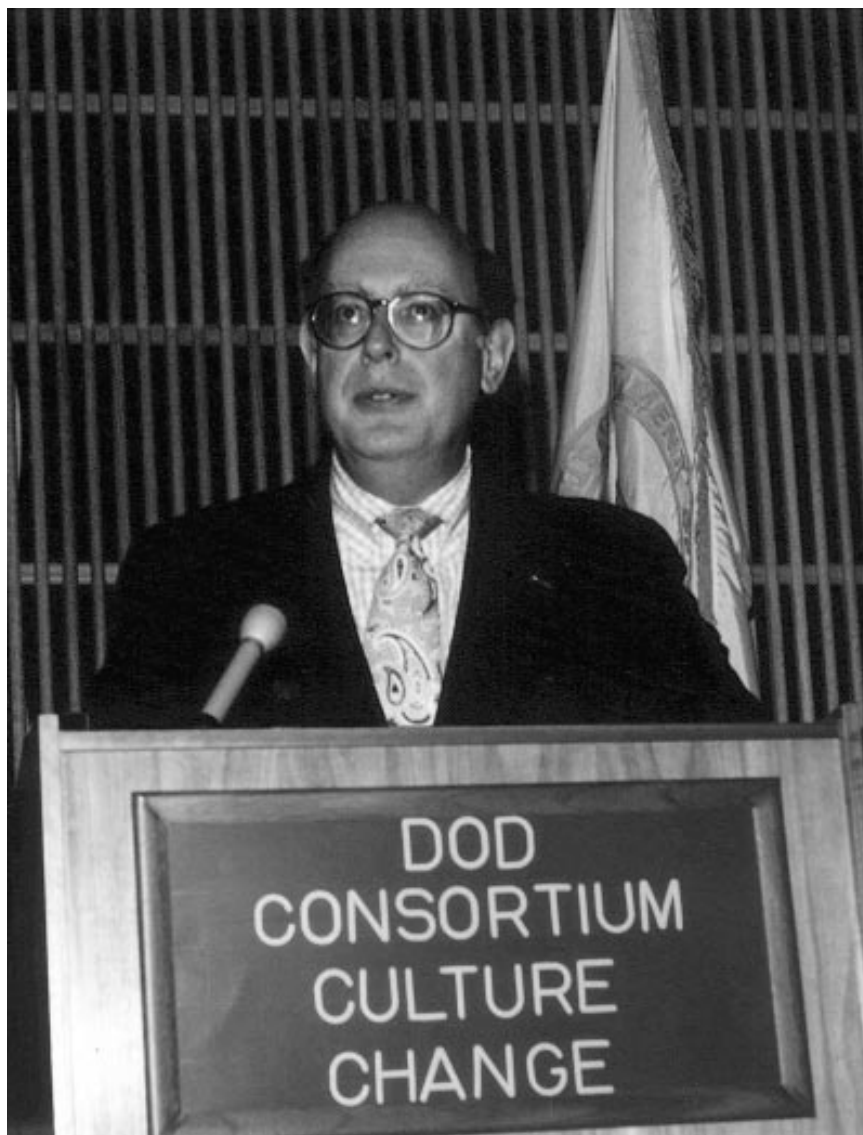


Photo by Richard Mattox

job. Our bosses have made it easier by providing the 'gold card' that maps our destination and the route to it."

Ed. Note. To join or learn more about the CCC, contact Ms. Lisa Jung at Commercial (703) 693-2886; DSN 223-2886; Telefax (703) 693-2864; or Internet: dpr@osdpo.secdef.osd.mil.

Reference

Gore, Vice President Al, *Creating a Government That Works Better & Costs Less*, "Accompanying Report of the National Performance Review," September 1993.

The Gold Card

We will invent a government that puts people first by —

- cutting unnecessary spending;
- serving customers;
- empowering employees;
- helping communities solve their own problems; and
- fostering excellence.

To do that, the card says we must —

- create a clear sense of mission;
- steer more, row less;
- delegate authority and responsibility;
- replace regulations with incentives;
- develop budgets based on outcomes;
- inject competition into everything we do;
- search for market, not administrative solutions; and
- measure our success by customer satisfaction.

Dr. Gerald Kauvar, Deputy Director, Defense Performance Review, delivers the keynote address at the Consortium for Culture Change Workshop, Defense Systems Management College, on 10 January 1995.

"The 'gold card' signed by President Clinton and Vice President Gore describes the cultural change we need," said Dr. Kauvar.

Dr. Kauvar said the "gold card" describes the new culture and tells all of us how to get there. He mentioned that Phase 2 of the National Performance Review will stress asking whether what the government does is essential, asking whether a mission can be performed better by state and local governments, and asking whether a function can be devolved to the private sector.

Dr. Kauvar concluded by saying that the pace of change is accelerating. The culture is changing whether we wish it to or not. The only question is whether each federal employee will work to accomplish the change portrayed on the "gold card."

DoD has done extraordinarily well so far in the National Performance Review, but we can and must do more. "Implementing the cultural change," Dr. Kauvar said, "isn't just my job or the Secretary of Defense's job, or the job of the President and Vice President. It is every federal employee's